

A Work Project, presented as part of the requirements for the Award of a Master's Degree in Management from
the Nova School of Business and Economics

CONSULTING PROJECT FOR THE DEFINITION OF FEELS LIKE HOME'S GROWTH STRATEGY FOR THE NEXT 5 YEARS

Development of a Marketing and M&A strategy

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Abstract

Even though FLH's market has growth opportunities, fragmentation is becoming obvious, with a lot of players competing and low diversification. A strong marketing strategy is necessary in order to increase brand recognition and deliver the best service both for clients and guests. Taking into consideration several surveys performed to FLH's clients, recommendations were developed to increase the number of guests and providers. An M&A strategy is suggested to efficiently increase the number of properties in a short period of time. Accordingly, with the risk aptitude of FLH, three different approaches can be conducted to acquire new providers.

Keywords: Property management field lab; Business Improvements; Marketing; M&A strategy

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Business Process Management

Technological tool that contributes to
the improvement of the efficiency of
the internal processes



Marketing

Recommendations to improve the
brand awareness and increase the
number of guests and providers



Technology

Technology disruptions that can
increase the quality of the service
provided to both guests and providers

Competition is increasing in the PM market, forcing FLH to strengthen its marketing efforts to remain relevant in the future. To define the market strategy we recommend to analyze different aspects.

III.i.a) Growth drivers | Business improvements - Marketing - Strategy Approach (1/4)



1. Who has competitive Advantage?

FeelsLikeHome

- Expertise
- Quality
- Stability
- Transparency

Competitors

- Funds
- Advertising power
- International reputation
- Sales Method
- Image
- Appearance

Guest Ready



Garantia de um serviço de confiança seguro e adaptável

Desde o primeiro contacto, que os nossos gestores asseguram a privacidade de dados e informações partilhadas, tendo sempre ao seu dispor um gestor que irá não só personalizar o contrato de acordo com as suas necessidades e expectativas, como ajudar a gerir e analisar a performance do seu imóvel.

Airsorted

Partilha da casa sem complicações

Ganhe mais, trabalhe menos e ofereça uma experiência única aos hóspedes.

Hostmaker

Gestão de propriedades simplificado que lhe paga mais.

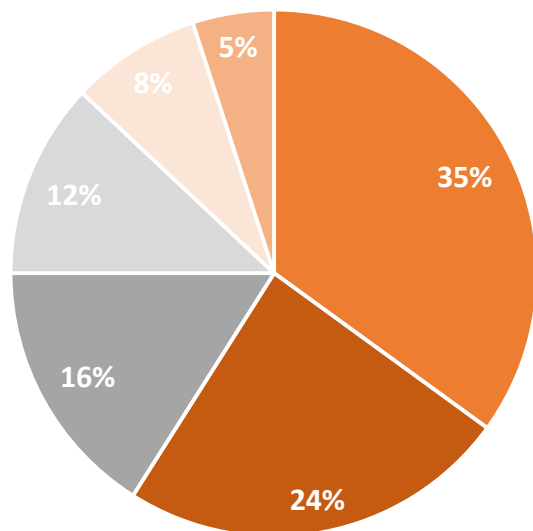
Tiramos partido da sazonalidade para que possa ganhar até 30% mais.

rightmove Zoopla HomeAway airbnb + Muito mais

Since FLH's Comp. Adv. is quality and local knowledge, FLH can either target the providers or guests to demonstrate it. However, it is important to notice that competitors have more funds and skills in advertisement

III.i.a) Growth drivers | Business improvements - Marketing - Strategy Approach (2/4)

3. What providers value the most?



- Convenience
- Maintain quality
- Price
- Knowing the person in charge
- Support 24/7
- Speed of fixing problems

4. What group to target the communication to?

Focus communication on providers

Use the existing budget for marketing to target providers through google ads, outdoors, newspapers and magazine.

Create referral systems to give incentives for current providers to bring new ones.

Pros

- Ability to decide the message FLH wants to transmit to the providers
- Keep "low profile" reputation
- Better for short-term

Cons

- Competitors will always have more money and skills to invest in marketing.
- Even though FLH has a better service, it is hard to demonstrate in adds.

Focus communication on guests

Use 80% of marketing budget to target providers through different brand activation strategies in order to increase the awareness of the brand among Portuguese citizens with the goal of in the long-run this increase in awareness will convert into additional revenue.

Pros

- Organic advertisement (others say FLH is the best company)
- Get to the market reference position before competitors
- Generate more buzz around the brand

Cons

- Takes more time to achieve success
- Requires an excellent quality of the service to improve reviews
- There is the risk of the strategy backfire and reviews decrease

Therefore, FLH should focus communication on PT guests, since they will increase the overall brand awareness and reputation which will influence providers to choose FLH to manage their apartments.

III.i.a) Growth drivers | Business improvements - Marketing - Strategy Approach (3/4)

Focusing communication and marketing efforts in targeting the Portuguese Guests

Why?

1. FLH has only 8.3% Portuguese guests

- More national guests, means increase in the brand awareness

2. Portuguese people do a lot of national tourism

- Portuguese accounted for 70 millions of overnight sleeps in Portugal
- On average, Portuguese spent €121.5 in their Portugal travels

3. Majority of apartments in PT have PT providers

- Around 71% of the properties under a PM firm management are from a Portuguese providers

4. No reference for an apartments brand

- If FLH manages to occupy the mind of the guests when they think about staying in an apartment, it will take brand awareness to the other level (ex: Tupperware)

5. Replicate shopping malls communication strategy

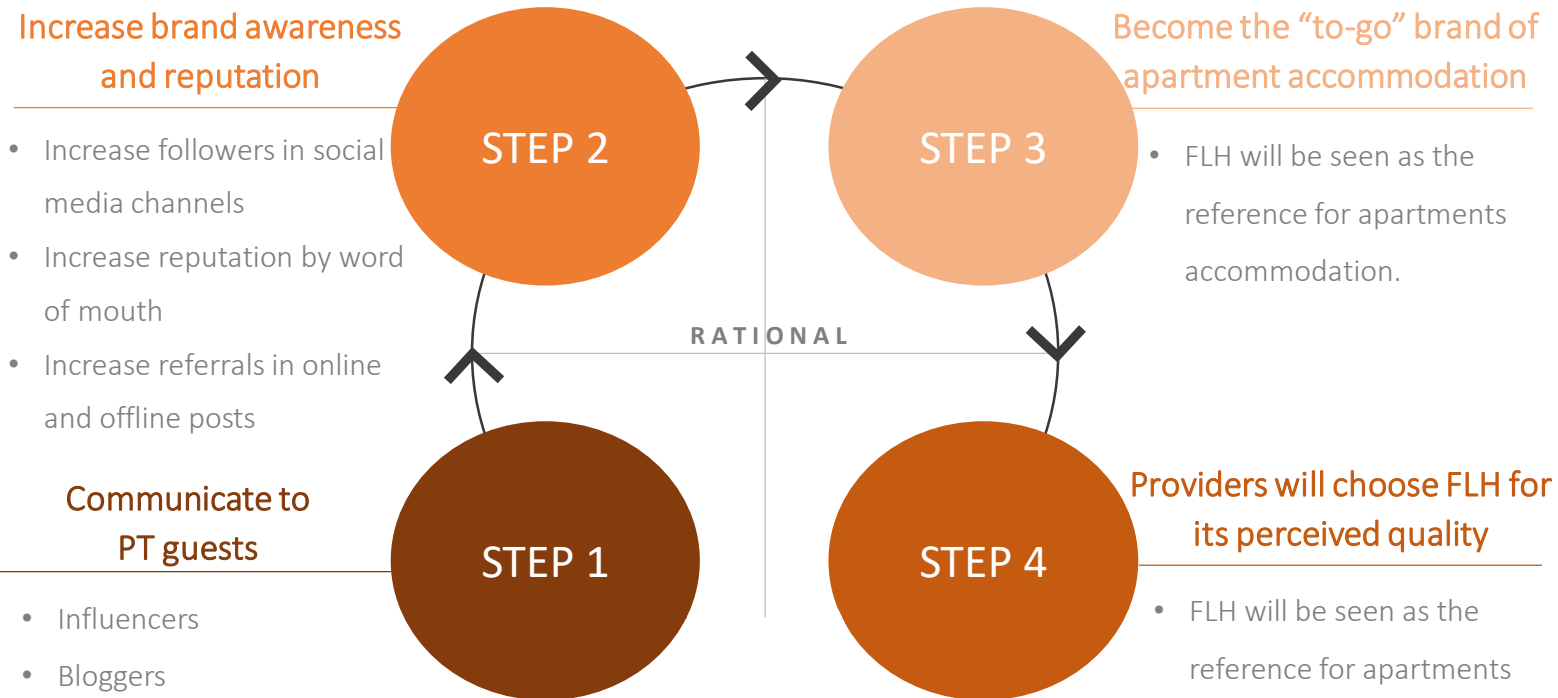
- Shopping malls focus on increasing the number of guests in the space, so they can increase the

Increase brand awareness and reputation

- Increase followers in social media channels
- Increase reputation by word of mouth
- Increase referrals in online and offline posts

Communicate to PT guests

- Influencers
- Bloggers
- Discounts in low season
- Give-aways
- Virtual videos



To improve FLH's marketing strategy, our team recommends to target some captions of the marketing mix in order to improve customers perception of the brand.

III.i.a) Growth drivers | Business improvements - Marketing - Strategy Approach (4/4)



To increase brand reputation, FLH should invest in providing the best experience to guests so it can be reflected on reviews. Our team suggests some measures to improve the guest experience.

III.i.a) Growth drivers | Business improvements - Marketing - Product/Service (Guest) - B2

Improve the quality of FLH service

To maintain its market leading position, FLH should increase the focus on the **experience and satisfaction level of guest**. According to the results of our survey, our team believes that by delivering a customized and a differentiated service, FLH would be meeting its guest's needs.

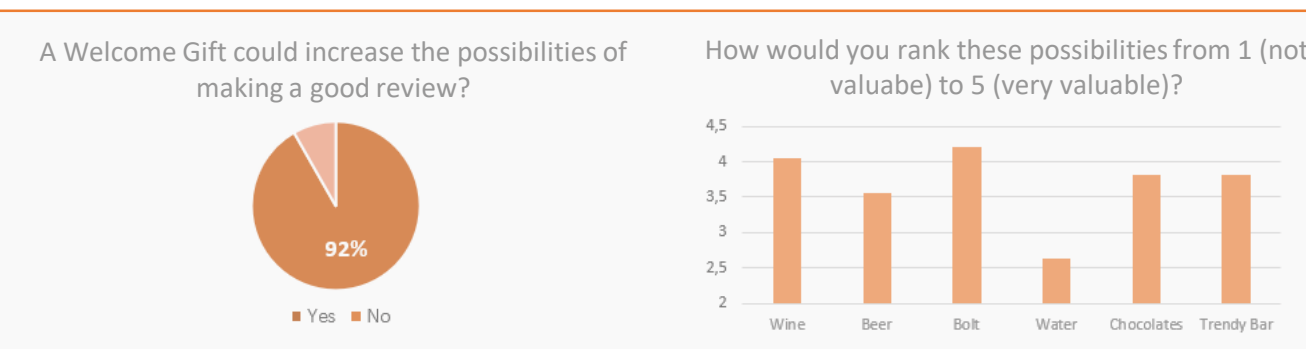
Therefore, FLH needs to distinguish by its competitors focusing on some of these factors:

- High technology
- High quality of the service
- Comfort and design of the apartments
- Availability of extras
- Convenience
- Value added



1 - Welcome Gift

- Based on **qualitative interviews**, our team concluded that the **welcome gift** provided by FLH is **not attractive** since it is composed by yellow wipe and sponge, dishwasher and a mini bottle of a Spanish olive oil.
- As concluded in our survey, **the impact** of the welcome gift is **quite significant on satisfaction level** and we believe it will contribute to an increase in the number of reviews.



Therefore, our team elaborated a **new welcome gift** and started negotiations and closed the deal with 3 brands to include its products in 2 different packs:

1. **Hotels gift: more sophisticated**, composed by 2 small box of Arcadia chocolates, a voucher with a free trip in Bolt and discount in 10 trendy bars of the city.
2. **Apartments gift: more typical**, composed by a small box of Miss Can sardines, a bohemian beer/small bottle of wine, a voucher with a free trip in Bolt and discount in 10 trendy bars of the city.



Through the Guest Area, FLH can increase significantly the value added to the customer. In addition, including a marketplace in the guest area allows FLH to generate additional revenue.

III.i.a) Growth drivers | Business improvements - Marketing - Product/Service (Guest) - B3

2 - Guest Area

Guest Area is the place where guests can manage their bookings. It can be accessed upon the reception of the confirmation e-mail. However, our team believe it is important that the e-mail clearly **demonstrates the usefulness of the guest area**, to incentive the guests to use it.

In this webtool, guests can have **access to all the relevant information** for their stay with FLH. In addition, it allows FLH to **reduce the call center needs and increases efficiency**, by having the following **features**:



Recommendations

Recommendation of good places near the apartment, like restaurants, bars, shops, and monuments.



Check-in

A tool in which the guest could do the pre-check-in, with and illustrative video of the steps to perform the automatic check-in.



House Instructions

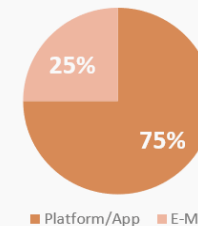
Illustrative videos and pictures on with instructions on how to use the washing machine, the heater, the dishwasher etc.



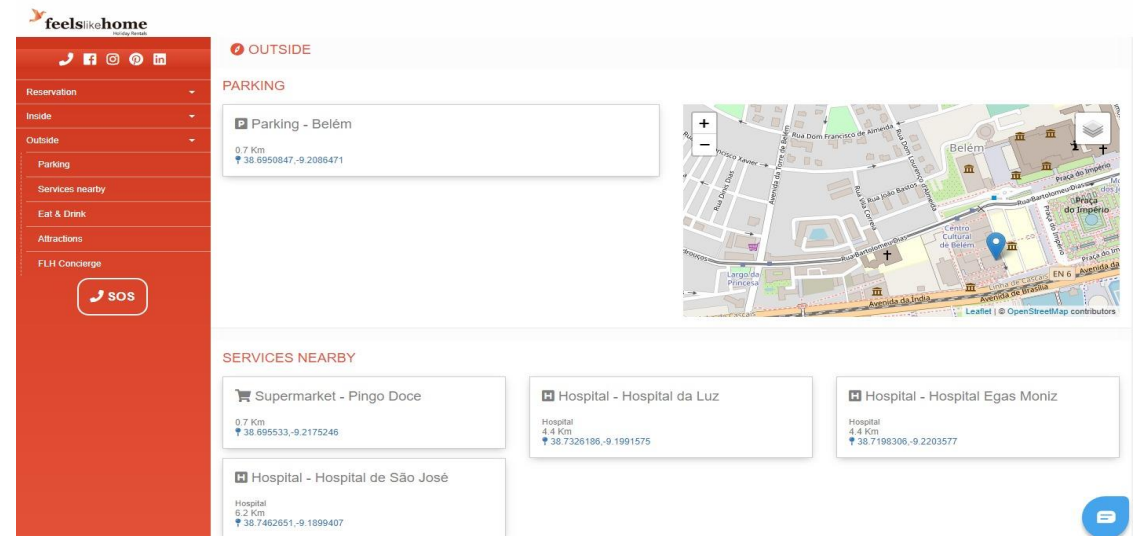
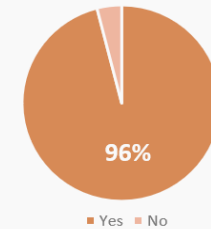
Market Place

Cross-selling tourist activities where FLH keeps a commission: TukTuk tours, Fado shows etc. It will generate revenues with low effort.

Do you prefer to communicate with the booking partner via email or through a guest area?



Do you think it would be useful to be able to see and book a range of services through this guest area?



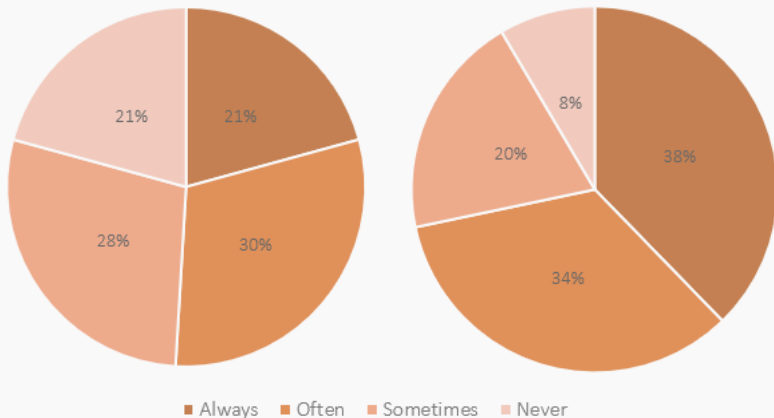
Based on the results from the provider's surveys and the qualitative interviews, there is strong evidence that FLH should improve the communication with the providers.

III.i.a) Growth drivers | Business improvements - Marketing - Product/Service (Provider) - B4

Our team performed a survey in order to test the satisfaction level of providers. Based on the results, we believe that despite being pleased with the service FLH provides, there is still room for improvements.

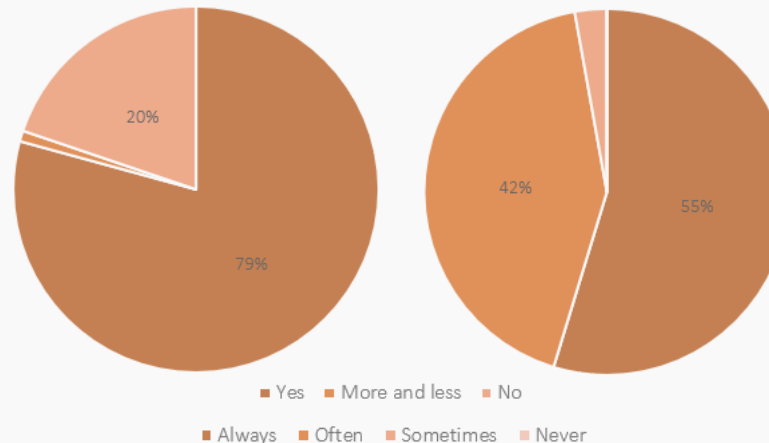
Inconsistency in the satisfaction about the level of information shared

- 1 - Do you consider that you are properly informed by FLH about the current operational procedures and its updates (check-in process, amenities for guests, additional services for guests, etc.)?
- 2 - And about any interventions that FLH may make in your apartment (periodic maintenance)?



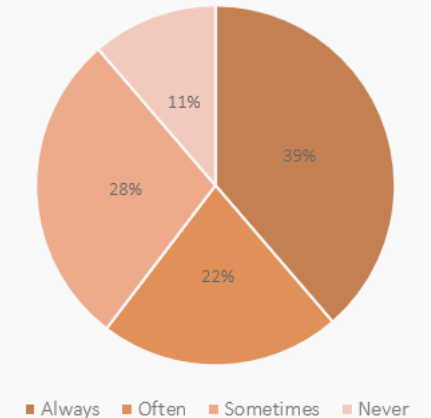
Satisfaction at the moment of communication with FLH

- 1 - Do you consider easy and convenient the channels to communicate with FLH?
- 2 - When communicating with FLH, do you consider that you are properly redirected to the right department and/or person?



Inconsistency in the utilization of the owner's area by the providers

Do you usually use the owner's area?



Based on the results from the provider's surveys and the qualitative interviews, our team believes that in order to increase their satisfaction level, FLH should improve the communication with them.

III.i.a) Growth drivers | Business improvements - Marketing - Product/Service (Provider) - B4

Most frequent complaints

Lack or inexistence of...

Guest's reviews

Expenses warnings
and invoices' delays

Mobile app

Excessive
quantity of mails

Apartment quality
status

FLH's procedures

Broken furniture and
assaults

Monthly performance
meeting

Market trends

Recommendations

Considering the results of this survey, our team suggest:



Improve and add new tools to the **owner's area**, and educate the providers to use it, allowing them to manage everything and to communicate with FLH through this platform.



Identify the **providers who complain the most** and define a more aggressive communication strategy with **monthly meetings** to evaluate the results and define possible changes and new strategies for the apartments.



Use the **emails** only for communications about **apartment expenses** and use the guest are for the rest, taking into account the urgency to adress them and the frequent complaints of FLH's providers.

FLH should make some changes in its website in order to become clearer in the message it wants to pass to the providers. Clarifying the message improves the conversation rate of new apartments.

III.i.a) Growth drivers | Business improvements - Marketing - Promotion (Provider) - B5

Promote better the services of FLH

Promoting is any message that includes an incentive to persuade the target audience to take **immediate action**. Over the past few years, FLH has been promoting its services with a very small budget for content, innovation, and advertisement. Nonetheless, FLH has managed to succeed and become the market leader.

Bearing in mind the low budget available for marketing needs, our team considers that some changes should occur in order to enhance brand's communication, such as:

One Website, instead of +5

Recommendation: Our team suggests FLH to have **only one central website** which redirects to the others. When entering in the site, the customer can select whether to access to the information of a provider or a guest.

Why:

1. **More user-friendly website**
2. **Quicker to develop**, easier to maintain
3. Limits fixed and variable costs;
4. Easier to cross sell
5. Cheaper to optimize in order to get good SEO results

Impact: By distinguish between guest and provider's area, it is expected that the **total number of reservations from the FLH website will increase** and that the SEO results will improve.

Demonstration Video

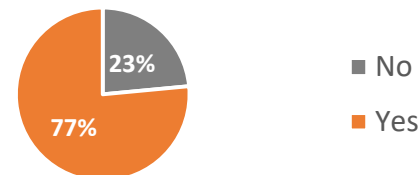
Recommendation: Create a new demonstration video explaining all the services of FLH for providers, the optimization of revenue per apartment and how is calculated the **commission**. **Why:**

1. **Engages the audience**
2. Easier to show **brand's "personality"**
3. Quicker to **promote all services**
4. Demonstrates expertise and resources

Impact:

1. Increase traffic and the **conversion rate**
2. **Reduces the number of calls** requesting additional information

Should FLH have a demonstration video?



Testimonial Videos

Recommendation: Create testimonial videos for these 3 cases:

- **1 apartment:** Create empathy by sharing the **same problems**, showing the advantage of the gain of time
- **Multiple apartments:** Explain that that 10, 15, etc. are not enough apartments to benefit from **economies of scale** because of the fixed costs, and that listing the apartments in FLH **does not mean the person loses control** over the apartments.
- **Medium-term:** Demonstrate that in **contention areas**, the medium-term is the most profitable option.

Why:

1. Engages the audience
2. Humanization of the services provided

Impact:

1. Increase traffic and the **conversion rate**
2. Increase **proximity** with the company

To increase the brand awareness, FLH should follow a brand activation strategy in social media. In addition, this strategy have cheaper marketing campaigns with significant impact in the perception clients have of the brand.

III.i.a) Growth drivers | Business improvements Marketing - Promotion (Guests) - B6

Press release

Recommendation: Our team suggest FLH can consider using a **press release to achieve a higher range of Portuguese**, to create an idea of the high-quality service FLH provide.

Why:

1. More brand awareness as a group
2. Easy to implement
3. Low costs

Guest generated content

Recommendation: Shift form a service to an **experience** creating a **blog content area** where guests could share authentic photos they take during the trip, to the apartments, hotels and services.

Why:

1. Increase trust
2. Change the perception of the service provided
3. More online content gives visibility
4. Cathcy hastag for the company

Influencers

Recommendation: Take **advantage of the online traffic** through someone with a significant online presence, so they could **leverage the brand awareness**. Portuguese will trust in a brand that someone they admire recommend it.

Why:

1. Engages the audience
2. Humanization of the services provided
3. Low costs

Promotions

Recommendation: Our team suggest FLH can consider promotions as a way to **offset the low occupation rates in low seasons**. providing the clients with high quality service and experiences to increase the recognition.

Why:

1. Increase brand awareness
2. Easy to implement
3. Increase occupation rates

Newsletter

Recommendation: Our team suggest FLH can **increase the customer loyalty** with the advatange of reaching the clients that already used FLH services with engagement strategies.

Why:

1. More brand awareness
2. More close relationship with the company;
3. Increase loyalty and retention rate
4. Easy to implement

Giveaways

Recommendation: The online giveaways are **efficient strategy to spread a brand** and the services it provides with a strong effect on recognition.

Why:

1. More brand awareness
2. Easy to implement
3. Low costs

FLH should increase the pricing options in order to please a segment of the market that is not being targeted. These new pricing options should always have greater margins to mitigate the risk of cannibalism.

III.i.a) Growth drivers | Business improvements - Marketing - Pricing - B7

Have more packages and prices

Price is another of the 7P's and one of the most importants because, at the end, is the **main reason for a customer to decide between products/services**. FLH only promotes one possibilty which is the Full Service and our team suggests to add two more options considering some calculations that were performed:

3 Pricing options

Our team suggests two more pricing options:

1. **Online Management:** for the providers who want to take care of all the cleaning and maintence.

Advantages:

- Increase number of apartments listed (market share)
- Increase the chance of selling full service in the future (negative CAC)
- **Additional revenue**
- Small fixed cost % per apartment

Disadvantages:

- Possible cannibalization

2. **Fixed Rent:** for the providers who are more adverse to the risk and that want a fixed yield at the end of the month.

Advantages:

- FLH **additional profit** is higher in the majority of the cases, considering the scneario analysis that our team performed.

ONLINE
MANAGEMENT

15% + IVA

Multi-channel listing management
Pricing optimization
24/7 booking support

LEARN MORE

FULL
SERVICE

30% + IVA

Online Management
Guest check-in & support service
Cleaning & Maintenance
Property checks after each stay
Utilities Management

LEARN MORE

FIXED RENT

To be
discussed

Online Management
Guest check-in & support service
Cleaning & Maintenance
Property checks after each stay
Utilities Management

LEARN MORE

Assumptions (Fixed Rent)		
Average Price per night	€	85
Monthly occupation rate		50%
Monthly Revenue	€	1 275
- Booking commission	€	191
Net Monthly Revenue	€	1 084
- FLH commission (30%)	€	325
- Provider commission (70%)	€	759
Days per month		30

Scenario Analysis (Fixed Rent)					
FLH Additional Profit					
	€ 75	€ 80	€ 85	€ 90	€ 95
40%	€ (109)	€ (74)	€ (38)	€ (2)	€ 33
45%	€ (42)	€ (2)	€ 38	€ 78	€ 118
50%	€ 25	€ 69	€ 114	€ 158	€ 203
55%	€ 91	€ 141	€ 190	€ 239	€ 288
60%	€ 158	€ 212	€ 266	€ 319	€ 373

FLH should include a sticker with the brand logo in all apartments to increase brand awareness. In addition, FLH should have merchandising in the apartments to remind guests of who is providing the service.

III.i.a) Growth drivers | Business improvements - Marketing - Physical Evidence - B8

Physical Evidence

Services as we know are largely intangible when marketing. However customers tend to rely on physical cues to help them evaluate the product before they buy it. The role of the marketer is to **design and implement such tangible evidence**. Physical evidence is the material part of a service. Physical environment is the space by which you are surrounded when you consume the service.

What to include in FLH Apartments?

- FLH sticker on windows
- Apartment lighting
- Smell
- Sophisticate furniture
- Comfortable interior
- FLH symbols
- FLH merchandizing
- Music





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Action Matrix

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Business Improvements

b)

Market Exploration

c)

Organization

d)

M&A

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Appendix

When organic growth starts to be limited by market limitations, a growth strategy through acquisitions is an important path to pursue a sustainable value creation. M&A presents both a challenge and an opportunity.

III.i.d) Growth drivers | M&A - M&A in the Property Management Market

Market characteristics

- Several small players with only 1 to 3 properties under management
- The 6 major players represent only 1%



Fragmented

- Weaker growth of the Local accommodations (LA)
- Governamental Restrictions



Saturated growth

- Lisbon, Porto and Faro represent 76.5% of the distribution of LA in Portugal



Concentrated

- Competitors are making M&A to increase their market share in Portugal



Competitive



Benefits of M&A

Faster way to grow
Synergies
Economies of scale
Brand Reputation
Reinforce the leading position

Challenges



Operations

- Maintain the quality of service of FLH, having all the apartments standardized



New providers

- There is no warranty that the new providers will stay with FLH



Competition

- Risk of not doing the deal, and losing it for a competitor



Communication with employees

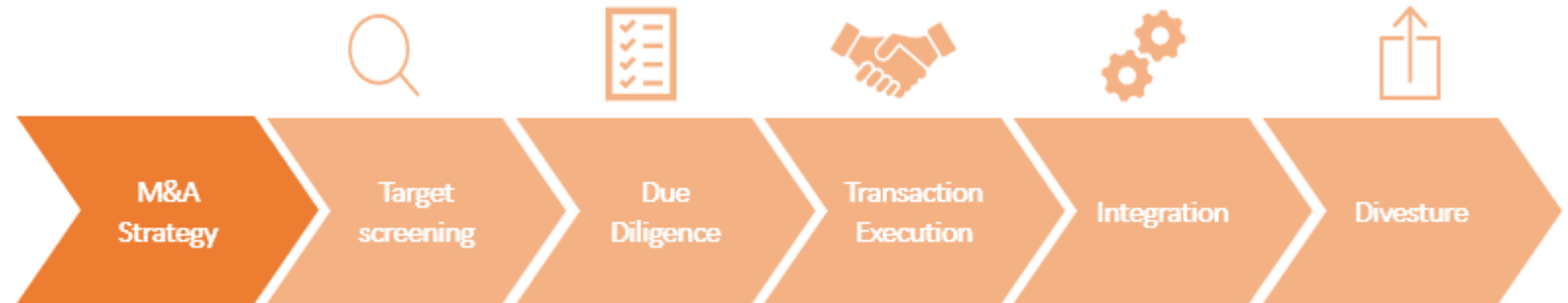
- Stability in the company

In order to kickstart the M&A process and increase the chances of success, FLH needs to define the process and criterias to apply to the transaction.

III.i.d) Growth drivers | M&A - Process and Criteria

Process

1. Understand FLH resources and capabilities to succeed in the M&A process
2. Define overall M&A strategy, with a clear idea of the acquisition business purpose
3. Develop long-term M&A goals and objectives, ensuring alignment with the overall FLH Strategy to enhance a strategic position in the competitive market



Target criteria

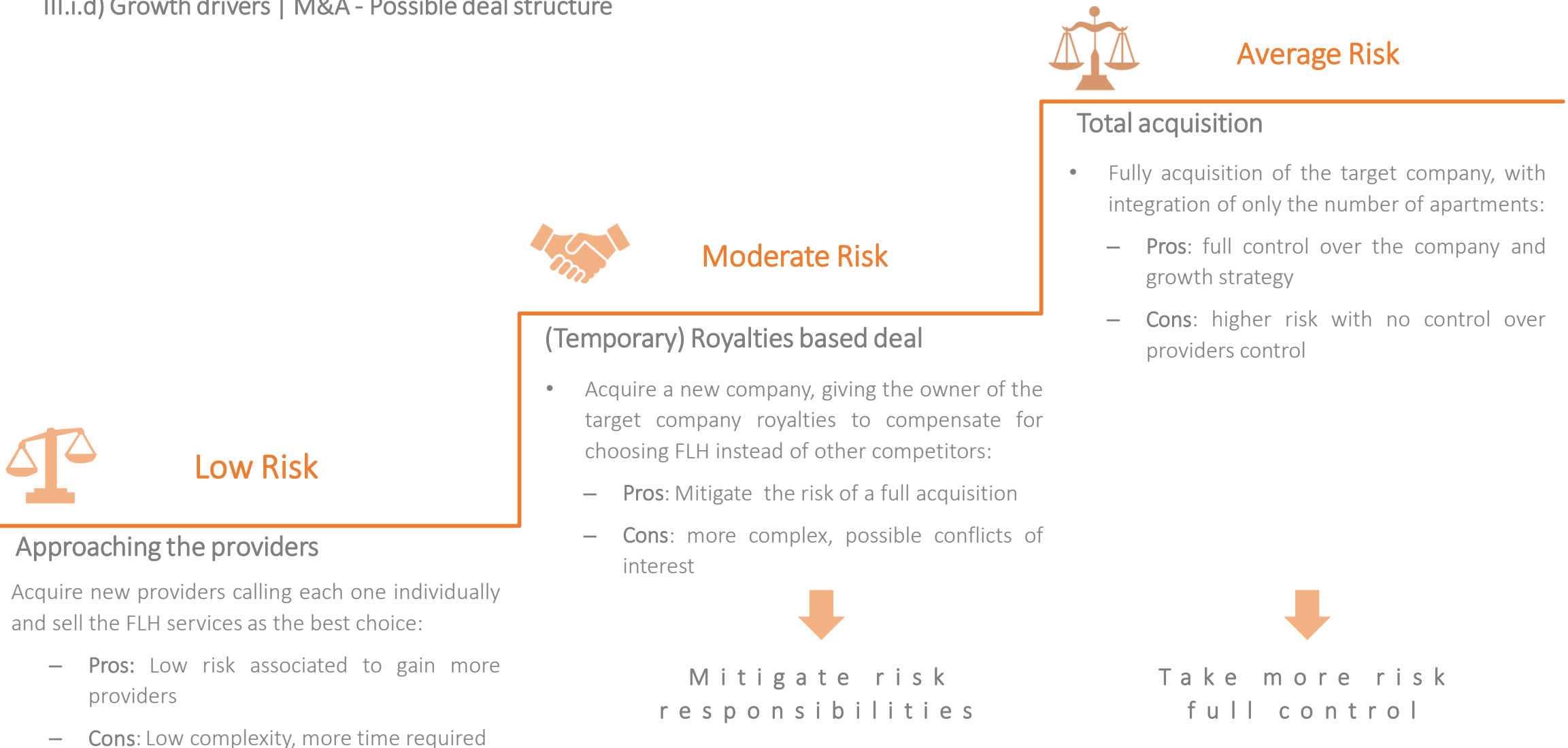
Low technology, resources and capabilities to continue to scale

Small companies with around 40-50 apartments

- Apartments to be managed and used in the short-term business unit of FLH
- Newcomers already have licenses, best way to continue to grow in the short-term business unit due to market regulations
- Acquire companies that allows FLH to continue to give a high-quality service both for providers and guests without taking the attention, to maximize the acquisition investment, providing a good experience and increase the position in the market
- Invest in increasing efficient process and build a strong structure within the operational team

To fulfill the goal of increasing the number of providers, FLH has 3 different strategies to follow depending on the level of risk that is willing to accept.

III.i.d) Growth drivers | M&A - Possible deal structure



In order to avoid the risk associated with an M&A operation, FLH can use an alternative way of acquiring providers that focuses on calling each one individually and pitch the arguments to change PM firm.

III.i.d) Growth drivers | M&A - Low Risk

Strategy



Focusing in providers that are in the competition and search information of possible bad management in their current property management firms in order to pursue a more specific approach to focus in the clear benefits for providers to shift to FLH services.



Try to reach providers with a **persuasive approach** to convince them to join FLH due to company strong resources and high-quality service.



A **personal approach** to providers can let them more receptive to what FLH has to offer them in comparison to what they currently receive from their PM firm. Providers need to feel they are being treated with special attention.



Make them able and interested in visiting FLH's site, to see testimonials of other providers that already use FLH's services, in order to understand the benefits from other provider's point of view.

Investment

Time is the only investment needed in order to gather the information necessary to reach all the possible providers that are on the competition and show them who is FLH?

Benefits



Creating a personal approach with each provider will allow FLH to filter which ones they would like to integrate in the company and would fit in the cultural environment.



Very low risk strategy since no cash is invested upfront and the providers' profile, preferences and apartments specifications are already known and accepted by FLH before their integration.



Although less risky, this strategy might be exhausting and time consuming for the one in charge of this personal contact with all the possible new providers.

In order to mitigate part of the risk associated with a full acquisition investment, FLH can pay a percentage of the entire company and let the owner with some royalties in FLH operations.

III.i.d) Growth drivers | M&A - Moderate Risk

Strategy



Focus in companies with an owner that still has the **entrepreneur mindset** regarding the “creation” of the company and is **not ready to renounce all the power and control**.



Find owners where the criteria to sell is not only based in the amount of money offered but that also take into consideration some **personal benefit** that they might have when choosing a specific seller company.



Before the deal, highlight consequent advantages for both parties from stablishing royalties.

- FLH gains more properties with low investment risk and the target company continues to have come contact with the company



In order to **gain competitive advantage** to close the deal, this strategy should be negotiated in a case by case basis, giving the possibility to highlight FLH resources and high-quality service offered for the providers that will enter the company.

Royalties



Temporary payment made to the owner of the target company for using their assets, the newcomers providers that arrive to FLH operation after the acquisition in order to increase target preference when choosing FLH.

Types of Royalties

The owner of the target company has the **temporary benefit** to continue to keep a personal relationship to support the post-merger integration, alongside all the FLH team.

- FLH is able to gain new provider's trust and pay a percentage of the newcomers' revenues.
- **Mitigate part of the risk** that providers leave FLH due to lack of trust and confidence in the new and stranger company.



Give the owner the possibility to be the temporary responsibility of the selling process of the apartments that newcomers want to sell in some moment in time.

FLH can integrate the properties in its operations and a high-quality service for the newcomer's providers will decrease the incentive of them leaving the company after the deal is settle

III.i.d) Growth drivers | M&A - Average Risk

Strategy



Focus in companies that have **poorly management operations** or need **further investments** to continue to scale and where FLH will add value to the providers.



Since FLH's services have a **unique structure** in the market of PM firms, with a team engaged to achieve the best service with continuously improvements, FLH should show with strong evidence to newcomers' providers their capabilities and resources.



After the deal, FLH should **invest in creating a strong impression** to the newcomers offering a special service in order to make them loyal to FLH. Being associated as a trustable brand in the market will increase the probability to retain the newcomers.



In order to **gain competitive advantage** to close the deal, FLH must have a **proactive posture** to gain from being the first ones approaching potential targets. A first movers advantage can offset the risk of other competitors trying to acquire the same target company.

Investment



Full acquisition of the target company with integration of its properties is reviewed case by case by the team and a value analysis is made to back-up the decision

Increase Retention

In order to offset the risk of losing the new apartments due to the acquisition, FLH should invest in a responsible within the team that is focused in **ensuring the satisfaction level of the newcomer providers** and where they can improve the service.

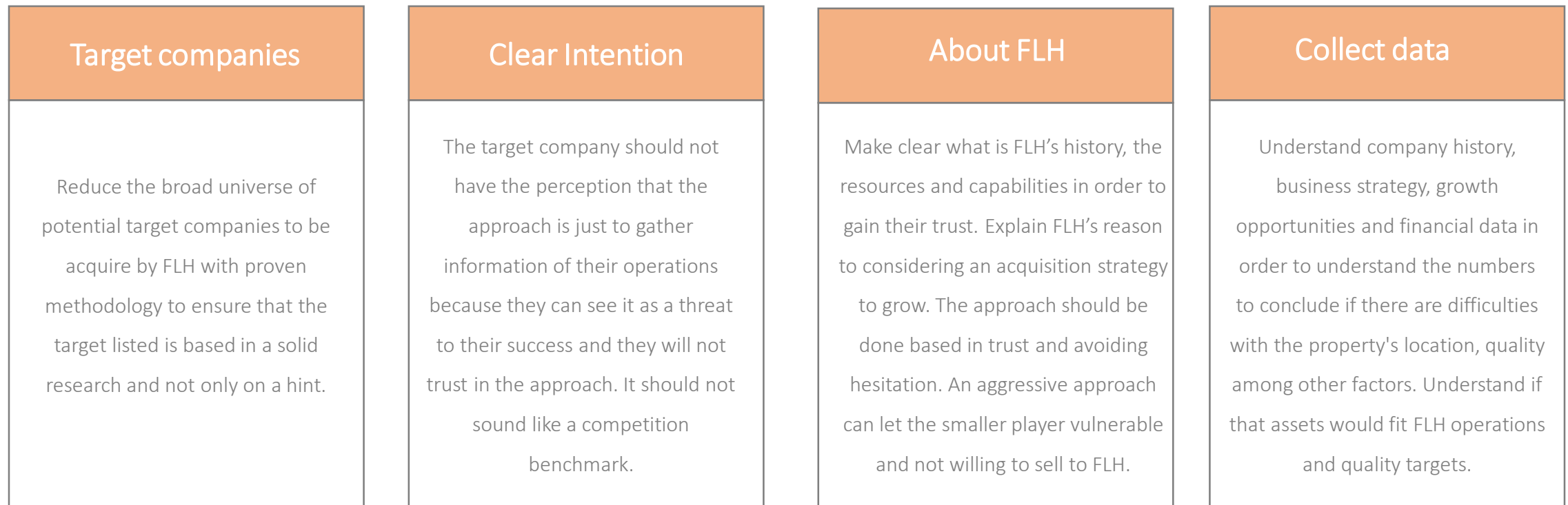
If the acquired company, was poorly managed or with low quality services, the providers will have low expectations and so, every special attention with gifts or occasional promotions will improve providers' experience and perception of FLH's brand.

Invest in the newcomers until they already **feel loyal to FLH** and with a **personal relationship and engagement** with company's culture

In order to increase the likelihood of succeed in an acquisition process, approaching competitors that primarily do not contact FLH needs to be managed carefully.

III.i.d) Growth drivers | M&A - How to approach

The successful acquire is proactive and not reactive. They are actively engaged in the hunt to understand the best way to continue their sustainable growth





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Appendix

The roll-out plan takes the respective time horizon of each recommended action into account and organize them according to the procedures and prioritization.

IV.i Roll-out plan

Project activity	2020		2021		2022		2023		2024	
	1 sem.	2 sem.	1 sem.	2 sem.	1 sem.	2 sem.	1 sem.	2 sem.	1 sem.	2 sem.
Business improvements										
Business Process Management	Breakdown of all processes and activities	Develop model to incorporate Into BPM software	Testing phase	Final internal drive	Job description	Update and maintenance of BPM software				
Marketing	Implement Quick wins	Develop strategy to target PT guests	Website/Video improvement	Introduce physical evidence	Continue increasing brand awareness					
Technology	Implement Dynamic pricing	Develop data collection strategy	Introduce AI Chatbot				App Development	Predictive maintenance		Self-driving car transfer
Market exploitation										
Medium-term Co-living	Website & App Development	Partnerships	Implement community concept	Apply for license	Co-living in Porto	Reconstruction of the selected building	Use established partnerships		Start operating One-building solution	
FLH hotels	Deep analysis: market size per concept	Analysis of the geographic districts	List of potential buildings to acquire	Start constructions And project roll-outs						
Organization										
New company organization	Organization of field operation (pick-ups)		BD department Hire manager	IT department Hire IT support	Finance department Hire Head of finance	Update staff requirements according to growth and needs				
Merger & Acquisition										
Merger & Acquisition process	Define M&A Person in authority	Develop list of potential targets	Due Diligence Expert consultation	Write deal contract and start To acquire	Keep and maintain potential targets and update list					



Agenda

I

Context

II

Research findings

III

Recommendations – Growth drivers

IV

Roll-out plan

V

Follow-ups & Limitations

i

Future Projects

VI

Appendix

As our project focused on identifying FLH potential growth drivers and developing generic concepts by looking at best practices, there is room for more detailed collaborations of the concepts.

IV.i Follow-ups and limitations - New Project Recommendations



Business Process Model

Potential Scope

- **Design phase:** Identification and breakdown of all processes and activities within FLH
- **Modelling phase:** Development of model to incorporate processes into a sustainable BPM software
- Illustration of **context diagram** with all valuable process including **implementation plan**



Merger & Acquisition Plan

Potential Scope

- **In-depth analysis** of acquisition targets in the Portuguese market
- **Due diligence** (administrative, financial, asset, human resources) of the targeted acquisition objects
- **Transaction execution strategy** for FLH fitted to the company's values
- **Integration plan**



Medium-term Co-living

Potential Scope

- **Screening:** Identification of the most attractive real-estate area in Lisbon for FLH
- **Concept:** In-depth concept development
- **Business development:** Strategy to attract providers and YP tenants
- **Marketing plan:** Detailed marketing plan

This project has some limitations that should be taken into consideration when interpreting the results, leaving room for potential future improvements

IV.i Follow-ups and limitations - Limitations

Limitations

General

- There is not much information about international Property Management firms available online
- Data from national competitors was extracted from booking platform

Quantitative Survey

- Survey received **389 valid answers**. For a deeper analysis, one should consider to increase the size of the sample.

Qualitative Survey

- Interviews were conducted to just **one expert in all the different sectors**. In a deeper analysis, one should consider to have more than just one opinion from experts.

GE-McKinsey-Matrix

- Not possible to perform a full analysis on each individual business unit due to **time restriction** and the **lack of available data**. Thus, the analysis has been based on **high-level industry benchmark** and **high-level business unit assessment**. Nevertheless, our findings were supported by the founders' perception of their units.

Idea Generation

- Our recommendations were based on i) **international benchmark**, ii) **expert's opinion** and iii) **staff recommendations**. For future analysis market study research should be done to have more complete overview of the market.



Consulting Lab – FLH Group & Nova SBE 2019



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